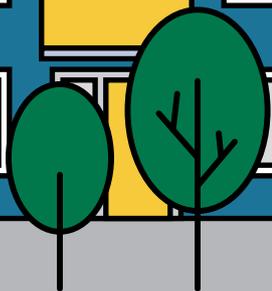
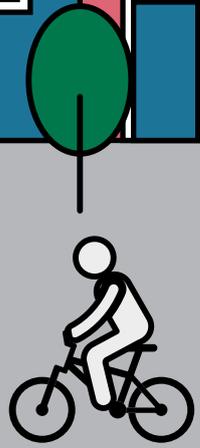
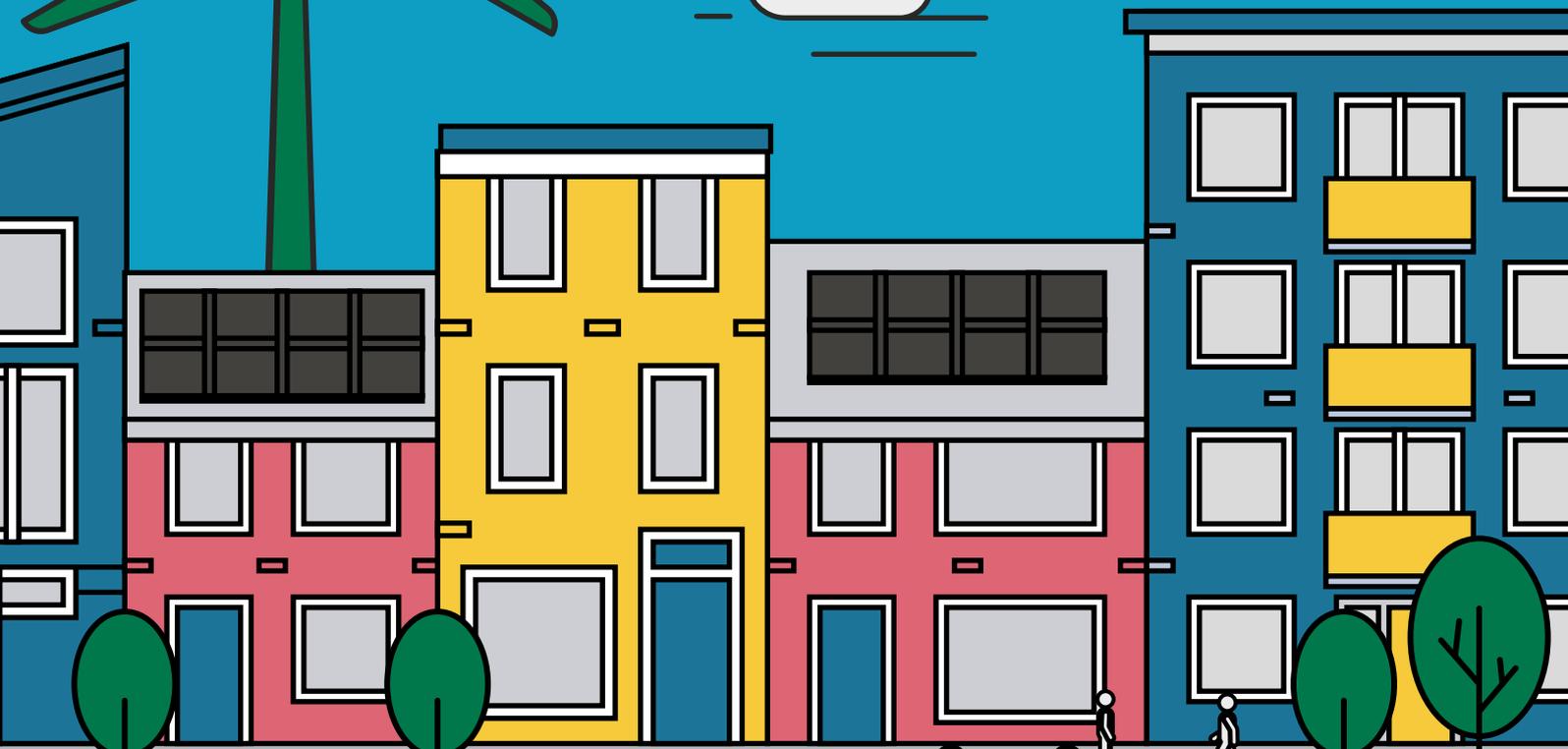
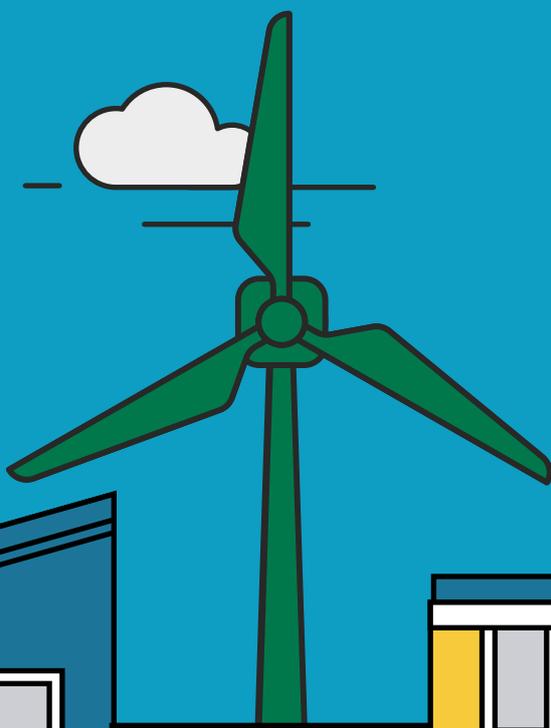


MANCHESTER CITY COUNCIL SOCIAL VALUE POLICY (2025)



INTRODUCTION

Over the past 25 years, Manchester has been on an incredible journey of regeneration and recovery. This has been achieved by developing a shared vision across the public, private, and voluntary sectors that has been delivered in genuine partnership.

Our Manchester 2035 is the overarching ten-year strategy for our city – it guides everything we do towards making Manchester a fairer, sustainable, and more inclusive city. Social value is an important mechanism for achieving the Our Manchester aims. It channels our internal practices, external collaborations, and the power of public sector spending into tackling some of the biggest challenges faced by our communities.

Manchester is a great city, but not all residents have the same opportunities to be healthy and fulfilled, or to reach their full potential. The Council is deeply committed to reducing these preventable inequalities and driving inclusive growth. This policy reflects our ongoing dedication to put residents first and to generate social value that benefits the wellbeing of everyone who lives and works in the city.



SOCIAL VALUE POLICY SCOPE

Definition

Social value describes ‘value’ that has a positive impact in a local area – benefiting society as a whole. The 2012 Public Services (Social Value) Act requires Manchester City Council to ‘consider how public sector procurement might improve the economic, social, and environmental wellbeing of an area’. The 2020 Treasury Green Book expects it to be a fundamental part of Council decision-making: ‘public resources should be used in a way which reflects the optimal net value to society, including all costs and benefits’.

Manchester City Council also champions a broader definition of social value. We look beyond procurement and ‘added social value’ (what an organisation delivers in addition to its core services for the purpose of creating social value) and we celebrate ‘inherent social value’ – the intrinsic benefit to society that is already present within the design of certain services and organisations. A full list of definitions for other terms used in this policy is given in the appendix.

Objectives and application

This policy aims to maximise the positive impact of social value in Manchester by:

- Specifying the Council’s social value requirements and priorities
- Guiding suppliers, partners and officers on our social value approaches and ambitions
- Describing how the Council will deliver and measure social value outcomes.

This policy applies to:

- The Council’s commissioning of goods, services, and work
- The Council’s own operations, including its in-house services and employment practices
- The Council’s wider work and influence with partners locally and nationally.

This policy provides an overview only; more details are given in the Manchester City Council Social Value Toolkit. This policy will be updated at least every three years.

Governance

Manchester City Council established a Social Value Governance Board in 2016. It is Chaired by an Executive Member and has senior representation from across the Council, including the City Treasurer. The Board provides reports for the different Council Scrutiny Committees and monitors progress against this policy.

BACKGROUND

Building on a history of progressive socioeconomic action, Manchester is seen as a leader in social value. Manchester City Council began investigating sustainable procurement in the early 2000s and has always gone beyond its legal requirements. By 2016, we were one of the first local authorities to apply a higher weighting of 20% to social value scoring within all our tenders.

For decades we have worked with partners to drive meaningful social value benefits for our communities. For example, in north Manchester we have created a joint 'social benefits framework', which has already generated over 3,000 jobs, provided work experience for people facing disadvantage, and supported local charities. We have also focused on how the Council generates social value through its operations. For example:

- We were a founding member of the Greater Manchester Good Employment Charter
- We are an accredited Real Living Wage employer
- We have been integral to Manchester becoming recognised as a Living Wage City
- We have increased our spend with small to medium enterprises and Manchester-based organisations
- We are a gold standard-accredited Carbon Literate organisation
- We are making substantive progress against our target to become zero carbon by 2038
- We have long-standing volunteering, charitable giving, and staff wellbeing programmes
- We implement the Care Leavers Covenant and Armed Forces Covenant
- We have adopted the Socioeconomic Duty.

OUR SOCIAL VALUE APPROACH

Our approach is to embed social value as a way of working across the Council. We have overarching principles and priorities (outlined in this policy) that are adapted into bespoke models. This enables us to respond to the different social value needs and opportunities that are present in different services.

Manchester City Council is also a major actor in the city, employing over 6,000 staff and working with over 800 diverse suppliers. We collaborate with our partners, anchor institutions, several major developers, and a thriving voluntary sector to maximise the creation of social value across Manchester.

There are five main ways we do this:

Collaboration: We align our approaches to regional local authorities and partners, and share good practice in local and national forums (including through the Greater Manchester Social Value Network and the Real Living Wage Anchors Group).

Brokerage: We use our position in the city to broker cross-sector partnerships that connect social value opportunities into the right places. We bring anchor institutions together and support the co-ordination of joint approaches on large schemes, using Council assets and mechanisms to further the impact of social value in a specific geographical area.

Purpose-driven tendering: We maintain an active awareness of local suppliers and markets, and monitor the diversity of our supply chains. We strive to make our tendering processes as accessible as possible, particularly for small to medium enterprises and voluntary sector organisations.

Inclusive economy: We drive initiatives that aim to build an inclusive and social economy in Manchester, and we work with partners to support local social economy organisations. This includes our work with the Manchester Social Economy Alliance.

Guidance: We provide toolkits, support and training for staff, suppliers, and the voluntary sector. This includes specific training and support for Council commissioners and contract managers.

GUIDING PRINCIPLES

When designing and delivering services in Manchester, we require our suppliers and staff to follow these three overarching social value principles wherever possible:

1 Embed values

Social value (ie. ‘ways to improve local economic, social and environmental wellbeing’) should be purpose-driven at a senior level and embedded as an approach throughout the whole service.

This also applies to the commissioning process; social value should be embedded from the initial design work, through to the sourcing strategy, and into any contracting with suppliers and supply chains.

2 Focus locally

Social value should have a demonstrable impact for the people and places of Manchester, and it should be built from an understanding of local needs, assets and aspirations.

Social value initiatives should: (i) be co-designed with communities, (ii) refer to the Council’s body of local evidence, and (iii) use the expertise and relationships held by Manchester’s voluntary sector.

Social value should strengthen local ecosystems and be delivered in a way that brings resources to the city – building on existing infrastructures and fostering reciprocal partnerships that add capacity to local organisations.

For national and global suppliers, social value commitments should be innovative – focusing on areas of national and international expertise and best practice that can be shared with Manchester.

3 Be relevant and proportionate

Social value should strive to have a long-term impact, but needs to be proportionate to the scale of the service – any social value activities must be realistic to deliver to a high quality in the given timeframe.

Social value should also consider what is most relevant to the service – impact can be maximised by focusing on one outcome area or co-ordinating priority activities with other teams and partners.

OUR SOCIAL VALUE PRIORITIES

Manchester City Council wants to work with organisations that share our values and our pride in Manchester. We follow the Greater Manchester (GM) Social Value Framework and have also set specific priorities for Manchester that were co-designed with our cross-sector partners.

All Manchester City Council suppliers are required to make a demonstrable contribution towards at least one of the priorities below. These priorities are interdependent, and we also welcome any innovative social value proposals that may fall outside of these themes.

Economic

Greater Manchester focus

Develop locally based and resilient supply chains

Manchester focus

INCLUSIVE GROWTH:

- Follow ethical business practices (see appendix) and create safe and healthy workplaces
- Develop local and diverse supply chains that ensure equal access to opportunities for Manchester-based organisations, small to medium enterprises, and voluntary sector organisations
- Build the capacity of organisations in your supply chain, and explore long-term trading contracts and other commercial opportunities with local organisations
- Foster innovation and learning – propose new ideas and collaborate with partners to maximise impact
- Recognise and support any local organisations that have helped to design or deliver your social value offer.

Greater Manchester focus

Create employment and skills opportunities and provide the best employment you can

Manchester focus

GOOD EMPLOYMENT:

- Create accessible pathways into secure jobs for Manchester residents

- Pay the Real Living Wage and follow good employment practices (or demonstrate that you are a supporter of, or apply the principles of, the Greater Manchester Good Employment Charter)
- Address workforce inequalities and widen talent pools by targeting underrepresented groups, including people who may face disadvantages that present barriers to entering the workforce (see appendix)
- Offer apprenticeships and training programmes to Manchester residents, including schemes outside of mainstream provision that have specialist offers for communities that are facing disadvantage
- Create tailored opportunities for young people to learn about different careers and for people to learn new things as they grow older, particularly in growth sectors and areas of skill shortage.

Social

Greater Manchester focus

Be part of a strong local community

Manchester focus

REDUCING INEQUALITIES:

- Prioritise initiatives in areas of Manchester that are the most deprived, or initiatives that work with residents who may be facing discrimination or disadvantage (see appendix)
- Deliver or support initiatives that counter social isolation and loneliness, such as promoting digital inclusion and increasing access to cultural and leisure activities
- Deliver or support projects that celebrate our city's diversity and improve community wellbeing – promoting healthy lifestyles, social cohesion, and a sense of belonging
- Deliver or support projects to increase neighbourhood pride – helping spaces feel safer and more cared for
- Contribute to our goals of becoming a Child-Friendly and Age-Friendly City.

STRENGTHENING THE VOLUNTARY SECTOR:

- Provide support and advice for charities, community groups, and cultural institutions – creating long-term reciprocal partnerships that are led by their needs and areas of expertise

- Utilise the expertise of the voluntary sector – co-designing initiatives with charities and engaging with communities early, especially for any activities that are aimed at residents who may be vulnerable
- Strengthen youth voice and community power – work with the voluntary sector to support people to influence decisions about their local area and to develop projects that would be community-owned.

Environmental

Greater Manchester focus

Keep the air clean and make your organisation greener

Manchester focus

CREATE A GREEN AND ZERO CARBON CITY

- Align your efforts with our ambition for Manchester to be zero carbon by 2038 – taking proactive measures to rapidly reduce carbon emissions across all operations
- Implement sustainable practices – reducing waste, promoting recycling, and using green technologies
- Deliver or support projects that make Manchester a cleaner, greener, and more sustainable city
- Deliver or support projects that create and maintain green spaces, including tree planting, community gardens, and community-growing spaces
- Deliver or support activities that engage people with nature, including outdoor play initiatives for young people, and wellbeing initiatives for adults who are facing disadvantage
- If you have environmental expertise, use this to train and support other local organisations to adopt sustainable practices and contribute to the city's green and clean air agenda (or take steps to become more 'carbon literate').

SOCIAL VALUE WITHIN COMMISSIONING AND CONTRACTING

Manchester City Council commissions and manages many contracts and services. These range from cultural programmes and IT products to huge investments in public health services and regeneration schemes. Social value is applied to all our contracts and is an integral part of commissioning across the Council. This section provides a brief overview of how social value is embedded in these processes.

Design

Social value is considered from the start in the design of new commissions and is reflected in the resulting specification(s). The Council's Sourcing Policy also considers what social value can be generated by different delivery models, including delivering services in-house.

Where commissions are to be provided by external suppliers, specific questionnaires are designed to fit the social value and zero carbon needs of different contract opportunities.

Appropriate social value Key Performance Indicators (KPIs) are designed that will create a measurable local economic, social, and/or environmental impact for Manchester.

Sourcing

Social value and zero carbon are included in the award criteria for all tenders.

As standard, social value accounts for 20% of a bid's overall score and zero carbon is a further 10% of a bid's overall score (amounting to 30% in total).

In certain situations, some flexibility to this may be agreed – this requires approval from the City Treasurer or an agreed delegated member of staff.

Evaluation

Social value bid responses are evaluated by a trained panel. For certain contracts, specialist colleagues may provide further social value and zero carbon support for the evaluation panel.

Social value bid responses are evaluated against a set of scoring principles, and three overarching elements are considered when evaluating a social value response:

- 1. Inherent social value (50%) – what the supplier is like as an organisation:**
Can the supplier demonstrate strong ethical business practices and a purpose-driven commitment to social value? Are Manchester's social value principles and priorities reflected throughout the whole organisation, service, and bid?
- 2. Added social value (25%) – what added social value will be delivered?**
What additional social value activities are being proposed? How well do they align to Manchester's social value principles and priorities? Would they bring any innovations to the city?
- 3. Robust delivery plan (25%) – how will the supplier deliver and measure social value:** Can the supplier show that they have a robust and realistic plan for delivering and reporting on their proposed social value activities? Is their offer proportionate to the contract? Where applicable, can the supplier draw on any past track record of successful social value delivery?

Contract management and reporting

Social value KPIs are monitored as an integrated part of contract management – all suppliers are required to report on progress against their social value KPIs and deliver them successfully.

Supplier good practice is celebrated, including through the Manchester Social Value Newsletter.

Any social value underperformance is addressed through contract management processes, which may result in the use of the social value fund (see below).

Social value fund

Manchester City Council has a social value fund to ensure that it can generate social value through all contracts. It is only used when suppliers cannot deliver direct social value initiatives, and when the Council has stated that a contribution can be made to the fund instead. The fund can also be used when suppliers have underperformed against their contracted social value KPIs. This is only when all other options for generating direct social value have been exhausted.

The social value fund is allocated internally to projects that meet our social value priorities and will further the impact of social value work in Manchester. A proportion of the social value fund is also donated to other grant-giving programmes that directly benefit communities and the voluntary sector in Manchester.

FUTURE AMBITIONS

We are continually working to advance our social value approach, and in the coming years we aim to:

1. Improve our brokerage offer – highlighting the changing needs of the city and better-connecting organisations
2. Standardise social value impact measurement in the Council – producing an annual impact report
3. Profile local social economy organisations and strengthen the role of the voluntary sector as a strategic partner in social value
4. Undertake an Equality Impact Assessment of our social value work, and strengthen the alignment between social value and the Council's Equalities Objectives
5. Further improve the accessibility of our contracts, including the social value section of our tenders
6. Develop a support offer for local businesses that may want to become a social economy organisation

SOCIAL VALUE POLICY APPENDICES

Social Value Policy Appendix 1 – Definitions

1. **Added social value** – added social value describes activities that are delivered above the contracted requirements or core services of an organisation, for the purpose of creating social value.
2. **Inherent social value** – inherent social value describes the intrinsic benefit to society that is already present within the purpose and operations of some services and organisations.
3. **Voluntary sector** – the voluntary sector encompasses organisations that are ‘not for profit’, including voluntary organisations, charities, community groups, faith organisations, and social enterprises.
4. **Social economy organisations** – social economy organisations are any organisations that reinvest their profits to achieve a social or environmental mission. They include social enterprises, credit unions, trading charities, co-operatives, community benefit societies, and community businesses.
5. **Socioeconomic duty** – socioeconomic duty is part of the 2010 Equality Act, but it was not enacted as law. It requires public bodies (those that have chosen to adopt it) to have transparent and effective measures to address the inequalities that result from differences in occupation, education, place of residence or social class. Manchester City Council adopted the socioeconomic duty in October 2024.
6. **Discrimination** – it is against the law to discriminate against someone because of a protected characteristic. There are nine protected characteristics in the 2010 UK Equality Act: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
7. **Disadvantage** – disadvantage refers to someone who is in an unfavourable circumstance and/or faces additional barriers to leading a fulfilling life and gaining employment. This includes people who have experienced homelessness, trauma, substance misuse, poverty, long-term unemployment, abuse and neglect. It can also apply to people who are carers, current and former armed forces personnel, and care leavers because of the known inequalities that they experience. Inequalities often intersect, and multiple-disadvantage is a systemic problem and not an individual issue.

Social Value Policy Appendix 2 – Ethical business practices

Manchester City Council wants to work with organisations that share its values and can demonstrate their commitment to enhanced ethical business practices. All suppliers must follow legal requirements, and the requirements listed in the Manchester City Council Ethical Procurement Policy. A few priority areas for social value have been highlighted below.

Economic:

- Legal requirement – meet applicable UK and international standards for ethical sourcing, fair trade, tackling corruption, fair payment terms, child labour and modern slavery
- Enhanced practice – manage supply chains effectively and build the capacity of your suppliers.

Employment:

- Legal requirement – meet applicable Fair Work Standards, including the UK Employment Rights Bill
- Enhanced practice – follow good employment practices, have initiatives to support the wellbeing of your employees, and have recruitment strategies to attract, retain and develop a diverse workforce.

Equality, Diversity and Inclusion:

- Legal requirement – where applicable, implement the three duties of the 2010 Equalities Act and 1998 Human Rights Act, and have anti-discrimination procedures in place.
- Enhanced practice – follow the accessible information standard, collect appropriate data to monitor and address equity gaps, and promote an understanding of inclusion from a human rights or social model perspective.

